

# *Successful Employer Marketing!*

## *It's More Than A Brochure*

### **Seminar Mission**

1. Review and establish **business customer and service delivery goals** so you can align your resources.
2. Initiate or **build on your targeted business marketing plan** – in five parts: public, product, price, place and promotion.
3. Present the essentials of **account and relationship management**, and apply it to your delivery of business services.
4. Exchange **ideas**, action plan and brainstorm **strategies** to increase marketing success and expand customers.

**Developed and Delivered by  
Melanie S. Arthur**

# USDOL: *Demand Driven!*

- “Recognize the workforce investment system as an economic development system with social benefits and not as a social services system with economic benefits”
- “Business is a customer of workforce investment services, a provider of training, and a leader and policy setter in the management of local programs”
- “Create a demand-driven system that helps employers find the workers they need as quickly as possible”

## Business Services *Resources*: Three Options for Change (or a Sequence of Options)

### 1. Improve the “as is” resource commitment

- What we have, working better
- *“Plate’s full, make it the best meal”*

### 2. Reorganize to optimize resource commitment

- Less of one thing = more of something else
- *“Plate’s full, substitute some of the items”*

### 3. Expand resources to increase resource commitment

- Add to the resources
- *“More plates!”*

## *Improve the “as is” Resource Commitment*

### 1. Semantics count

*Putting the word “business” into your programs, center, system*

### 2. Build staff and capacity

*Skill building, automation...take advantage of existing resources*

### 3. Be strategic

*Set goals, target outreach, account management, triage services and delivery methods, build relationships, hit the market timing*

### 4. Improve “critical few” processes

*Answering the telephone, job orders, and follow up*

### 5. Provide leadership

*Offering direction to optimize results*

## Ten steps to offer quality business services...

1. **Assess** local **economic conditions, labor market problems** and opportunities, and **economic development priorities** (targets/goals: attraction, retention, expansion)
2. Seek **advice** (and **verify** data) from businesses, determine **needs and wants**, and identify **problems and potential solutions**.
3. Set related **policy** for the **One-Stop System, Center, and Programs** and develop business service **goals**.
4. **Inventory** current system, center, and partner program business services, seek **alignment** with WIB goals, and **identify new** services and products to **respond to local labor market**.
5. Develop a **specific list** of business services and identify **tiered service levels** (core, intensive, and training).
6. Establish targeting criteria, and decide which businesses you will **target to market the intensive and training service levels**.
7. Identify who is **responsible for delivering which level** of business services (system, center, and program), and **what services each will offer**.
8. **Partner** (within the One-Stop System and with others) to **integrate** service delivery **at each service level**.
9. **Measure business customer satisfaction** (complaints, suggestions, feedback, and evaluation) with services, levels, and delivery.
10. **Improve (continuously)** through analysis of **customer data** (preference and behavior), ongoing assessment of **local labor market**, and **piloting/testing** of new services.

## ***The Classic 5 P's of Marketing to Businesses.***

### **1. Public: Who you ask for – is whom you get.**

- Possible Ways to Segment the Business Market.
- Criteria for Targeting Marketing to the Business Market.

### **2. Product: It's not what you are selling, it's what customers are *buying*.**

- Stratifying the recruiting product: listing services, matching services and screening services.

### **3. Price: The 3 elements of Cost...the 3 elements of value.**

### **4. Place:**

- Going with demand.

### **5. Promotion: In service marketing, *perception is reality*.**

- Selling the benefits and not the features.
- 22 Top Tools for Your Marketing Kit.

## **Measuring Success**

One of the critical first steps in building a business services and account management system is to establish goals. These may be articulated in your local strategic plan, a state-level plan, or have been developed among a group of partners. If there are no goals, this is the first step to take, with several suggestions below.

### **Potential Business Customer Measures**

1. Quantity of customers
2. Diversity of customers
3. Market penetration (i.e., of those businesses hiring annually, what percent use the one-stop system for hiring activities?)
4. Usage of services
5. Customer satisfaction
6. Referrals to and from partner programs
7. Preference for your program/services
8. Recognition/image

### **What are your marketing goals?**

- 1.
- 2.
- 3.
- 4.

## Step One: Create a target market

### ***Why target?***

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1. You will know whom to reach.
2. You can maximize limited resources.
3. Not all employers have equal needs.
4. Not all employers want/need all/any services.
5. This allows you to better serve some of the businesses, increasing satisfaction.
6. A targeting strategy will create synergy among and across various partners,

### ***When you target...***

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1. You seek specific customers and allocate resources to those customers.
2. Those employers receiving “special attention” are strategically defined.
3. You gain specific knowledge, which leads to improved services and improved service delivery methods.
4. Develop special services based on what is important to the target group.

### ***You can target by...***

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1. Goals
2. Job Seekers
3. Industries
4. Demand Trends
5. Human Resource Capacity
6. Current Relationship
7. Seasonal Variation
8. Product Motivation



## *High-Growth Job-Training Initiative*

### The Sectors Targeted:

1. Health Care
2. Information Technology
3. Biotechnology
4. Geospatial Technology
5. Automotive
6. Retail
7. Advanced Manufacturing
8. Construction
9. Transportation
10. Hospitality
11. Financial Services

## Criteria for Step 2: Determining Level of Service

*Sort both current and targeted new customers by the following criteria in order to establish the business customer account level.*

### Value Criteria

1 point	1. Business in one of the region's <b>target industries</b> .
1 point	2. Average <b>wage</b> target at \$__hour (averaged over multiple occupations that business employs/hires)
1 point	3. __ (#) <b>full time</b> positions (at one site or multiple sites, treated as one account)
1 point	4. <b>Growing</b> , as measured in number of jobs.
1 point	5. <b>Multiple occupations</b> on site, several of which match center's job seeker pool.
1 point	6. <b>Hiring volume</b> , not less than __ annually.
1 point	7. At least health care <b>benefits</b> , employer subsidized by at least __ percent.
1 point	8. Business supports <b>employee training</b> (i.e., offers tuition reimbursement, structured skill advancement training, or outside training.)
1 point	9. <b>Promotional opportunities</b> within company, or identified/structured career paths with income and skill advancement
1 point	10. If high turnover, identify cause. Business gets point if <b>turnover leads to identifiable advancement opportunities</b> .

## Three Levels of Service

### Premier Accounts: Score between 8 – 10 points

Businesses that meet multiple criteria on a targeting list, for example, they have high hiring volume, are in a key local industry, and have a variety of jobs that match our applicants.

### Intermediate Accounts: Score between 5 – 7 points

Businesses that meet fewer targeting criterion, but are good businesses in terms of industry, hiring and/or benefits.

### Basic Accounts: Score less than 5 points.

*Note: This model is adjusted by local areas based on local economic conditions and norms, such as size (number of positions), wage, hiring volume, or percentage of health care subsidy.*

# Why develop core, intensive, and training services for businesses?

- Emphasis
- System
- Staffing
- Identity
- Tangibility
- Targeting
- Marketing

## Organize services into a “level of intensity” model.

It is recommended that, similar to the structure for job seekers, business services be organized into **core, intensive and enhanced/training service levels**. The benefits of doing this include:

1. **Emphasis:** Ability to focus on the most significant employers in the community.
2. **System:** This model can be applied to the system as a whole, versus owned or associated with any one program.
3. **Staffing:** Once working as partners, staff can organize into certain specialties, such as information brokers serving a large scale of basic customers, to business consultants delivery intensive human resource services to premier customers.
4. **Targeting:** This is an additional strategic component to the overall targeting concept; with efficiency and effectiveness as the goal in a limited-resource environment.
5. **Marketing:** Organizing services into levels of intensity helps you organize your marketing approach. You can better identify what services to promote to what customer group, versus generic approaches.

## Organizing the Service Delivery Method

In addition, the method of service delivery is also related to both the account level and intensity of service, as demonstrated below in the table.

Account Level	Service Level	Method Featured
Basic	Core	Self help
Intermediate	Intensive and core	Group and self help
Premier	Core intensive and enhanced/training	One-on-one, group and self help

## **The employee recruitment product is changing!**

***In a Career Center, business customers have  
service choices:***

- ✓ Staff consultation and/or direct, self-service.
- ✓ Job orders by telephone, fax, mail, in-Center, business location, and/or on-line.
- ✓ Job orders by skills, tasks, and/or titles.
- ✓ Suppressed and/or unsuppressed listings.
- ✓ Referrals and/or direct access to job seekers.
- ✓ Listing, matching, referral and/or screening.

## ***Important product differences...***

- **Listing** is an “electronic want-ad” placed by an employer (including employer name and contact information) who wants to generate any interested applicants who believe they may meet job requirements.
- **Matching** is informing job-seekers (who self-report they have the minimum general requirements) of either a suppressed or un-suppressed job opening, (as defined by the employer in minimal, general terms.)
- **Referral** After matching, connecting a specific job seeker to an employer via contact with both customers, preparing the job seeker for an effective interview (including company- and job-specific information), following up with both customers immediately after contact; providing additional services to facilitate the hire.
- **Screening** is employer consultation on the job requirements, verifying qualifications of job-seekers, checking references, prioritizing and sending only those who best meet the requirements, following up with both customers immediately after contact; providing additional services to facilitate the hire.

## **Moving Beyond the “Recruiting” Product Line...**

### **Training Services**

### **Retention Services?**

## Should you Expand the Market and/or Expand the Product?

	<i>Present Products</i>	<i>Improved Products</i>	<i>New Products</i>
<i>Existing Markets</i>	<i>A</i>	<i>B</i>	<i>C</i>
<i>Expanded Markets</i>	<i>D</i>	<i>E</i>	<i>F</i>
<i>New Markets</i>	<i>G</i>	<i>H</i>	<i>I</i>

***What is best for you?***

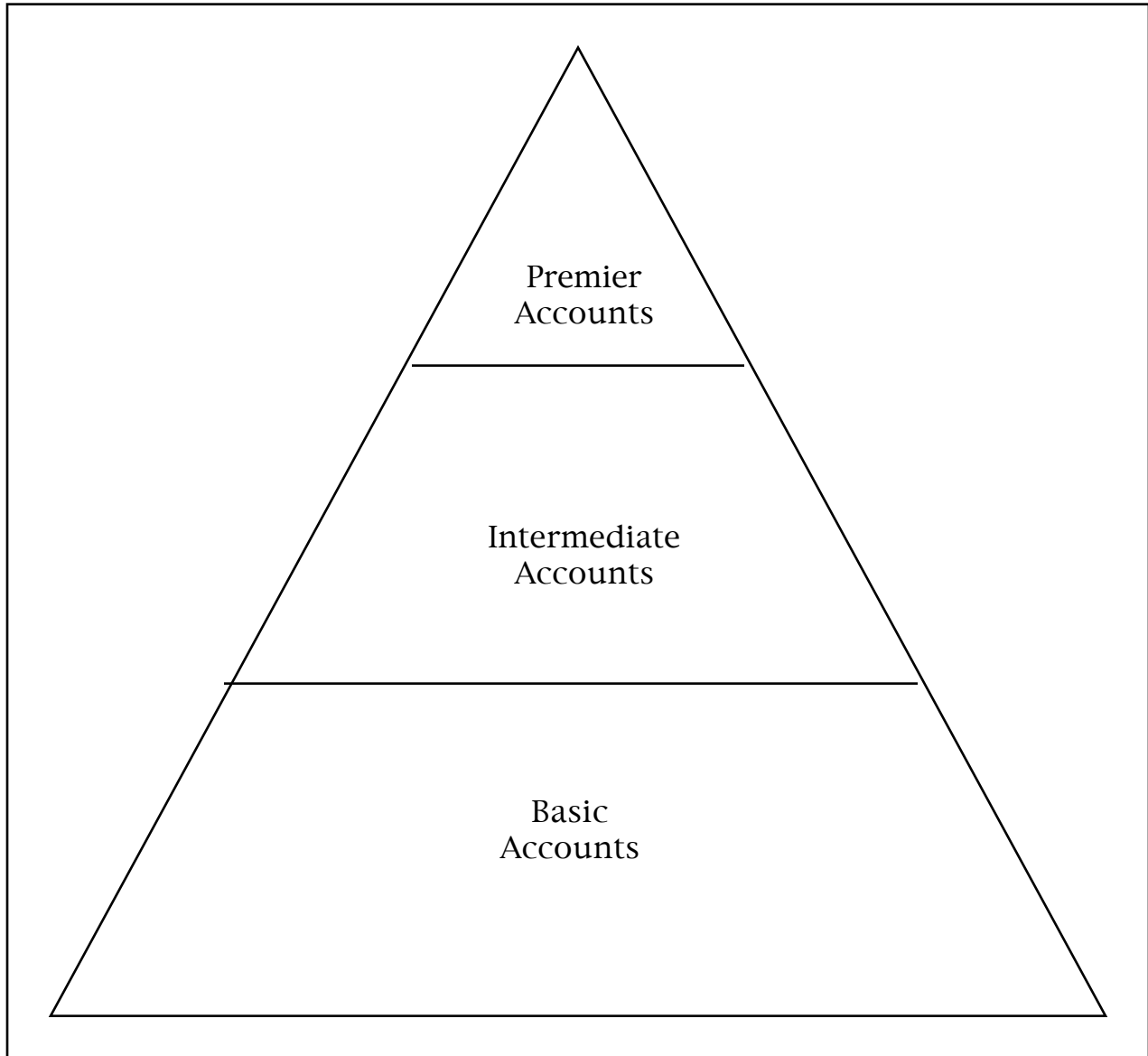
# Product Inventory

*...a list of those services  
most in demand by our customers*

<i>Featured Products (Existing)</i>	<i>New Products and Services (Needed)</i>



# What it Looks Like!



# ***Price:*** ***Cost and Value***

<b>Costs</b>	<b>Value</b>
<b>1. Direct Costs</b>	<b>1. Tell-Tale Signs</b>
<b>2. Indirect Costs</b>	<b>2. What you tell them it's worth</b>
<b>3. Psychological Costs</b>	<b>3. What it was worth to others</b>

# ***PLACE...***

***Where, when, and how do you buy it?***

## ***1. The Physical Place***

Where it is

How you get to it

What it looks like

What it communicates

What image the customer adopts by shopping there.

## ***2. The Distribution System***

How one buys

How easy it is to buy

How much trouble it is to buy

Easy access

## ***3. The Place in Time***

The right offer, to the right person, at the right time.

Available when the customer has the problem

## ***Place in time...***

***Are you making the right offer, to the right person, at the right time?***

- Are you offering the product at the time the customer has the problem?
- Are you asking enough times so that you will increase the chances of it being the right time?
- Are you letting customers know it is the right time?
- Are you going with the time most customers are most likely to say yes?
- Are you giving an incentive to make it the right time?

### ***Peaks and Valleys:***

Every service and product has times when demand is higher (the peaks) and times when demand is lower (the valleys).

#### ***Four Rules on Peaks and Valleys:***

1. Make your peaks even higher.
2. Use your valleys to plan for the peaks and to follow-up on those who have bought during the peak.
3. Organize your service delivery capability to meet demand.
4. Find other products that have peaks...when your current products have valleys.

# Peaks and Valleys...

***Number  
of Recruits/  
Job Orders***

***High Number***

***Low Number***

***Customer Demand***

***Months:***

***J F M A M J J A S O N D***

***Two Questions...Two Strategies:***

- 1. Why the Peaks?**
- 2. Why the Valleys?**

## ***Manage surplus (job-seeker) demand...***

- Collect **demand data on peaks and valleys** by time, day, and week.
- **Control the flow where you can** (e.g., appointments and workshops schedules.)
- Ensure **individual staff preferences do not drive collective chaos.**
- **Deploy staff** by demand (by cross-informing, cross-training, and cross-assignment.)
- Maintain a **perception of order.**
- **Inform customers** when demand is lower.
- Move to **group delivery** when high demand.
- **Schedule time on the computer** stations.
- **Post** the most asked **questions and answers;** in-center service **locations; service menu.**
- Flatten demand by being **open longer.**

## ***Relationship Management!***

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### ***Sorting Customers Based on Customer Status...***

1. ***Current customers*** are employers that have listed jobs with you within the last 12 months. These customers basically fall into two categories:
  - **Growth Accounts** - Current employer customers, where agency may be able to increase the quality and/or quantity of job listings.
  - **Maintenance Accounts** - Current employer customers, which are less of an opportunity to increase the quality and/or quantity of job listings.
2. ***Past customers*** can be defined as employers who have listed jobs in the past, but not in the most recent 12 months. To further distinguish these from employers who have never been customers, “past” customers are those whose most recent job listing occurred between 13 and 24 months ago. This category of customer can best be described as:
  - **Dormant Accounts** - Past customers, that are targeted for re-assessment of status and potential re-activation.
3. ***“Never Customers”*** are employers that have never listed, or have not listed in 25 months or more. This category of customer can best be described as:
  - **Acquisition Accounts** - Never customers, who may or may not be potential opportunities for agency to develop as customers.